

23 September 1975

MEMORANDUM FOR: Director of Training

THROUGH : Chief, Intelligence Institute

SUBJECT : Course Report - Orientation for Career Trainees

Introductory Comments

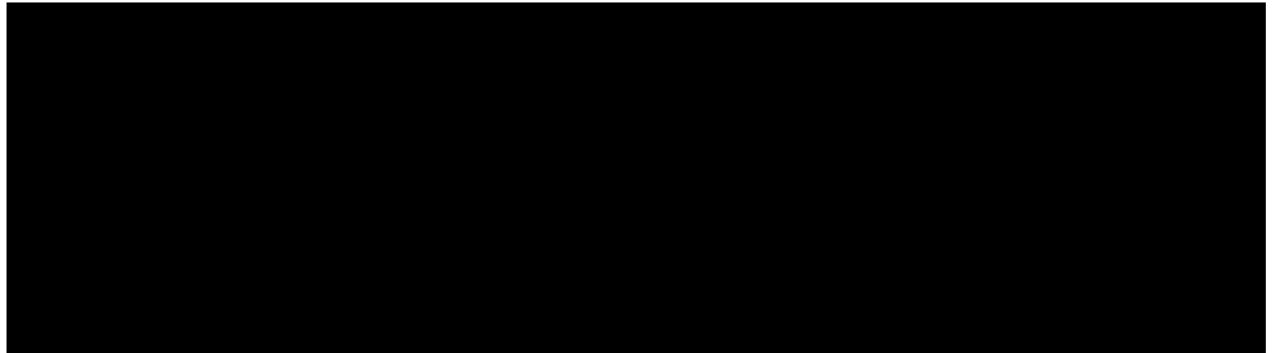
1. The initial running of the Orientation for Career Trainees (OCT) ended on 12 September 1975. This one-week course replaced Intelligence in World Affairs as the introductory phase of the training cycle for Career Trainees. The shortened orientation (IWA lasts three weeks) was designed in part to avoid a certain degree of overlap between IWA and the Intelligence Process Course (IPC) which the Career Trainees (unlike other participants) took in succession.

2. The objective of the OCT is to provide the Career Trainee with a broad overview of the purposes and methods of intelligence, the missions and functions of the Central Intelligence Agency, and the work and management of the Intelligence Community. It seeks to provide the Career Trainee with a feeling for the "big picture," including some of the current management problems of the Agency, as an introduction to more intensive training in the areas of intelligence production and operations.

3. Class evaluations indicate the objective was met and this first running of the course was decidedly successful. Speakers were of uniformly high quality and class participation and attitudes were good. The availability of the Mid-Career quarters, including the lounge, was an asset; sociability was easily promoted over the coffee-maker. The content of the OCT achieved a good balance between introductory organizational material on CIA and the Intelligence Community, a discussion of current problems surrounding the Agency, and attention to the training plans and career prospects of the CT's themselves. The lecture format was broken up by two panels, one of former CT's on "What it is Like to Work in CIA" and one of OTR personnel on the CT training cycle. In addition, there were two small group activities, a discussion on the image of the Agency and a brief exercise on intelligence priorities.

4. The Office of Training Staff made a considerable contribution to the course over and above course management. Nine of the staff took part in the substantive program. Mr. Rodriguez personally welcomed the group

25X1A



Class Composition

1. Of the 22 members of the September 1975 Career Trainee class, 21 participated in the OCT. The single exception had previously completed the IWA but did attend a few OCT sessions and join in the class introductions. Four of the class, in addition to the one non-participant, were "internals" (who have been with CIA for periods ranging from 3 to 6 years. The average age of the class was 27.5 and the average grade GS-9.

2. Eight of the class had a Bachelor's degree, ten a Master's, one each a Ph.D. and J.D., and one a teacher's certificate in addition to a B.A. Some 40 colleges and universities were represented. Two of these were foreign universities and four were foreign branches of American universities.

Schedule Changes.

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There were two speaker substitutions and one panelist who was unable at the last moment to participate. In the panel of former CT's 25X1A
[redacted] ably substituted for the DDA panelist, [redacted]
when he was sent on TDY. [redacted] was an excellent replacement for [redacted]
[redacted] who was called to accompany the DCI to Congress. David [redacted]
(OTR), who was to have represented the records portion of the CT training cycle, was not able to appear. He had earlier, however, provided a course description for inclusion in the notebook of readings. The videotape of Martin Agronsky's interview with Mr. Colby was used instead of the "CIA Today and Tomorrow" lecture.

Evaluation by the Class

1. The class was asked to assign a numerical rating on a scale of 1 (slight) to 7 (high) indicating the degree to which the Orientation as a whole met the above objective. The average rating given was a little over 6, suggesting a high degree of satisfaction.

2. The class was also asked to comment on the most effective and least effective areas or individual presentations. The response was in general highly complimentary of all of the speakers. The quality approved

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most often was candor. [REDACTED] were most frequently singled out for favorable comment, and [REDACTED] lecture on "Intelligence in a Democratic Society" seems to have been a high point for many. Several suggested informally that it be published. In oral evaluation an appreciation of the irreplaceable lore of intelligence represented in [REDACTED] presentations was manifested. In general, the class seemed to take intelligence as a discipline seriously. 25X1A

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3. The presentations on the current environment of the Agency were of great interest. Group activities were appreciated, the exercise on intelligence priorities in particular. The panel of former CT's was popular although two members felt that the panel should be composed of more recent trainees. When the question of panel selections was raised in oral evaluation, preference was expressed for a range of ages.

4. Among class suggestions for improvement of the course, which future course managers may wish to consider, were:

- a. Consolidate the organizational presentations into one, to reduce the pain of acronyms and to have more impact;
- b. Introduce a summary view of our national position in foreign affairs -- where we stand;
- c. Increase group discussion;
- d. Have the DDO-er on the panel of former CT's meet separately with DDO "aspirants";
- yes e. Have an administrative lecture on such things as pay, leave, etc.
- f. Relate the KIQs to the duties of the Directorates. How does DDO act on a KIQ? DDS&T?
- g. Invite someone from the Congressional investigative staffs to speak.

While these are good suggestions, a major problem for some of them will be the time factor. It is not possible to accommodate much new material in a one-week course.

Novel Features of the Schedule

One feature that worked and may be usable in IWA as well as the OCT was the group exercise on intelligence priorities. The evaluations suggest that scheduling the KIQs and DCID 1/2 for reading after the exercise was a good way to stimulate interest in them.

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Course Readings

[REDACTED] put together new course reading notebooks. In order to give the class as up-to-date material as possible we first revised the IWA course information sheet to make it suitable to the OCT; updated the information sheet on the USIB committees; revised the Intelligence Community study guide to incorporate the USIB changes and the replacement by ERDA of the AEC; and updated the glossary of terms. Optional readings were also provided.

Conclusion

The course managers were impressed with the quality of the September 1975 class of Career Trainees. It was a pleasure to work with them.

25X1A

[REDACTED]
Course Chairman
OCT #1-76

Attachments:

Course Schedule
Roster
Class Composition

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ORIENTATION FOR CAREER TRAINEES #1-76

8 - 12 September 1975

Room 916
Chamber of Commerce Building

INTELLIGENCE INSTITUTE
OFFICE OF TRAINING

STAFF

25X1A

Chairman

Training Assistant

S-E-C-R-E-T

ORIENTATION FOR CAREER TRAINEES #1-76

8 - 12 September 1975

Monday, 8 September

0830 - 0900

Introduction to the Course

25X1A

0900 - 0920

Film: A Welcome to New Employees

In this film, made in July 1974, the Director of Central Intelligence, William E. Colby, welcomes new employees to the Agency.

0935 - 0945

A Welcome from the Director
of Training

Alfonso Rodriguez
Director of Training

0950 - 1120

An Introduction to Intelligence

Office of Training

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Mr. [REDACTED] will consider intelligence as a discipline with a defined subject matter and methodology. After briefly reviewing the origins and history of intelligence, he will answer the questions: What is intelligence? Who and what are its sources? Where and how do you acquire it? and Why? He will describe the primary functions of intelligence - collection, processing, and production - and comment on the relationship between intelligence and foreign policy.

1130 - 1200

Introductions

Class and Faculty

1200 - 1300

Lunch

1300 - 1315

Reading: CT Schedule and Course
Descriptions (Tab A)

S-E-C-R-E-T

Monday, 8 September (continued)

1315 - 1415

Panel: The CT Training
Cycle

25X1A

Office of Training

A representative of the Career Training (CT) Staff of the Office of Training and spokesmen for the courses in the CT training cycle will describe the Career Training program.

1430 - 1600

Group Discussion:
The Image of the Agency

Office of Training

25X1A

In recent years, the activities of CIA have come under increasing public scrutiny. This afternoon the members of the class will meet in small groups to exchange candid comments on images of the Agency they brought with them as new CIA employees. A spokesman for each group will then summarize the group's comment before the class as a whole.

1600 - 1620

Readings: The National Security
System (Tab B)

Tuesday, 9 September (continued)

1445 - 1620

Panel: "What is it Like to
Work in CIA?"

25X1A

A panel of CIA employees who are graduates of the Career Training Program will offer candid views as to what it is like to work in CIA. They will discuss assignments they have had, the value to them of their CT training, and the good and bad aspects of their work experience.

Wednesday, 10 September

0830 - 0900 Readings: (continued Tab C or optional)

0900 - 1015 How the Community is Run

Intelligence Community
Staff

25X1A

A former Chief of Air Force Intelligence now with the Intelligence Community Staff will describe the way in which the Intelligence Community is organized and managed to try to achieve the best possible use of manpower and money on the highest priority targets. He will describe the tools available to the Director of Central Intelligence in his role as manager and coordinator of the Intelligence Community. He will also discuss the National Intelligence Officer system, the United States Intelligence Board, The Intelligence Resources Advisory Committee, and the work of the Intelligence Community Staff. Methods used to assign priority tasks and to assess and evaluate progress will be noted.

1030 - 1130 Equal Employment Opportunity
in CIA

Omego J.C. Ware
Office of the DCI

The Director of the Equal Employment Opportunity (EEO) Program for CIA will discuss its goals, successes, and deficiencies in the Agency.

1140 - 1150 Explanation of the Administra-
tive Display

25X1A

We will have on exhibit today copies of Agency regulations and communications of particular interest to employees. The display will include copies of Employee Bulletins, sample letters of instruction and fitness reports, sample vacancy notices, Headquarters and Field Notices, etc. Books of Headquarters regulations and Office of Training catalogues and notices will also be exhibited. Please ask the course staff any questions you may have about this display.

1150 - 1315 Lunch

(Members of the class are encouraged to peruse the Administrative Display during the lunch-hour and afternoon break.)

Wednesday, 10 September (continued)

1315 - 1330 Reading: The Freedom of
Information Act (to be dis-
tributed)

1330 - 1500 The Administration of
Intelligence

Directorate of
Administration

25X1A

The speaker, a senior officer of the Directorate of Administration (DDA), will discuss major problems facing the administration of the Agency and the directions in which the Agency is moving toward solutions. He will review management policies affecting the career development of personnel and will outline the support services of DDA.

1515 - 1615 The Freedom of Information
Act and Its Impact on CIA

Directorate of
Administration

25X1A

The speaker will outline briefly the provisions of the 1966 Freedom of Information Act and the effects of its implementation on government departments and agencies. Executive Order 11652 will be discussed along with the Agency's procedures and experience dealing with declassification requests. The impact of the 1974 amendments to the Freedom of Information Act will be emphasized.

ILLEGIB

Thursday, 11 September

0830 - 0900

Readings: 1. Findings of the
"Rockefeller Report" (Tab D)
2. Findings of the "Murphy
Report" (Tab D)
3. DCI Address of 18 June 1975
(in vault)

0900 - 1030

Group Discussion:
Intelligence Priorities

25X1A

The members of the class will work individually and then in small groups to develop a statement of geographic and functional areas they believe require priority attention by the Intelligence Community. This individual and group work will be followed by a plenary session in which a spokesman for each group will present its statement of priorities to the class for discussion. The exercise is designed to demonstrate the difficult but necessary effort involved in selecting intelligence priorities. The class will be asked at the conclusion to read two Intelligence Community documents: Key Intelligence Questions for FY 1975 and DCID 1/2.

1030 - 1100

Readings: Key Intelligence
Questions (KIQs) and DCID 1/2
(to be distributed)

1100 - 1200

CIA and the Media

Office of the DCI

25X1A

A representative of the office responsible for handling CIA's relations with the media will discuss its activities. He will report on the several formal and informal ways in which the DCI and others in the Agency deal with the press and other media. He will comment on the special difficulty of trying to get across the role and importance of intelligence while respecting the need for secrecy.

1200 - 1300

Lunch

1300 - 1430

The Investigations of CIA:
A Status Report

Office of the DCI

25X1A

Our speaker, Assistant to the Director of CIA for liaison with the select committees of the House and Senate investigating CIA, will discuss the

status of those investigations. He will also comment on the conclusions of the Rockefeller Commission report on activities of CIA in the U.S. and those of the Murphy Report insofar as they relate to intelligence. He will offer insights obtained in his liaison capacity on the probable future of Congressional oversight of the Agency.

1445 - 1515

Videotape:

MARTIN AERONSKY Interview
"CIA Today and Tomorrow" with Mr. Corby

A videotape of an address by the Director of Central Intelligence on 27 March 1975 to "CIA Today and Tomorrow," an OTR training course, will be shown.

1520 - 1620

Intelligence in a Democratic Society

Office of Training

25X1A

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Mr. [REDACTED] will confront the question: Does a democratic society need and can it tolerate an intelligence system? What claims can be made for secrecy in an open society? How can the dilemma be resolved?

Friday, 12 September

0830 - 0900 Readings (continued and optional)

0900 - 1015 Intelligence Successes and
Failures

25X1A

Intelligence Community
Staff

The ultimate purpose of our intelligence effort is to provide knowledge, insight, and choice to our principal consumers, U.S. Government officials responsible for formulating and implementing foreign policy. How well do we do? A representative of the office in the Intelligence Community Staff charged with evaluating the intelligence product will provide examples of some of our successes and some of our failures and comment on the lessons they have to offer.

1030 - 1100 Career Trainees in CIA

25X1A

Office of Training

The Chief of the Career Training Staff will report on the status of former CTs and draw from the record to comment on the value of the program in the past in furthering the employment opportunities of its graduates.

1100 - 1130 Written Evaluations

1130 - 1300 Dutch Treat Lunch

1300 - 1400 A Career in Intelligence

25X1A

Former CIA Official

A former CIA official with a long and distinguished career in the Agency, during which he served in three Directorates and the Office of National Estimates, will provide a retrospective of his years with the Agency. He will comment on the changes in policy and environment the Agency has experienced and the kind of professionalism that service in an intelligence organization requires.

1415 - 1500 Oral Evaluation

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COMPOSITION OF ORIENTATION FOR CAREER TRAINEES #1-76
8 - 12 September 1975

<u>Grade Range</u>	<u>Age Range</u>	<u>Internals</u>	<u>EOD</u>	<u>Summary Statistics</u>
GS-08 - 6	24 - 4	DDA - 0		Total Members - 21
GS-09 - 10	25 - 0	DDI - 1	(1969)	Men - 18
GS-10 - 4	26 - 4	DDO - 2	(1969 & 1970)	Women - 3
GS-11 - 1	27 - 3	DDS&T - 1	(1972)	Internals - 4
	28 - 3			Average Age - 27.5
	29 - 2			Average Grade - GS-09
	30 - 2			
	31 - 1			
	32 - 2			

Educational Background

Members of this class attended 40 different undergraduate and graduate institutions.

Bachelors degrees	- 8
Masters degrees	- 10
Ph.D.	- 1
J.D.	- 1
Teacher's Certificate	- 1



ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Course Report for Orientation for Career Trainees, 8-12 September 1975

FROM:

25X1A

Course Chairman

926 Chamber of Commerce

EXTENSION

2351

NO.

DATE 23 September 1975

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

AC/IMB

24 Sept

RW

2.

C/II

9/24

AM

4.2.

C/TSS

3.4

C/PRS

30 Sept

RW

5.

DD/TR

9/24

9/29

RW

6.

D/TR

9/29

Sept

✓

7.

C/II

✓

8.

~~AC/IMB~~

30 Sept

RW

9.

Course Chairman

25X1A

SBP

10.

~~File~~

11.

AC/IMB

✓

12.

13.

14.

15.

7 to 8+9: I suggest a more specific listing of job titles for speakers.

Right!
RW

AM

Believe there are (some) good reasons to limit descriptions to office identification - titles are often too lengthy (yours would be an example!); some have managerial titles some don't - Shall

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